

100 YEARS

ARCACONTINENTAL

PIONEERS OF Coca-Cola IN MEXICO

Corporate Presentation

Key Investment Highlights

01

Our diverse portfolio that includes innovation and diversification of brands of The Coca-Cola Company

02 

Our territories where we have a strong presence in developed markets like the United States and emerging markets such as Mexico, Ecuador, Peru and Argentina

03 tüali

Digital agenda as we are one of the most technologically advanced bottlers within the Coca-Cola system

04

Solid financial position, with constant growth in revenues and EBITDA

05

Our sustainable business model that guides us and has supported the continuous evolution of our company



AGENDA

01 **Introduction to Arca Continental**

02 Attractive markets in a dynamic beverage industry

03 Our strategy to drive growth

04 Financial and operational summary

05 Sustainability strategy

130 years of Topo Chico and a strong partnership of 100 years with Coca-Cola Company



Arca Continental in 2025

- **45** MANUFACTURING FACILITIES
- **71K** ASSOCIATES
- **>1.6M** OUTLETS
- **133M** CONSUMERS



Revenues

$13.3 Bn

USD

EBITDA

$2.7 Bn

USD

One Unit Case is equal to 24 bottles of 8 ounces each

Strong presence in attractive markets





Ecuador

Start date: **2010**
Sales volume (MUC): **150**
% of KO volume: **100%**
Population served (MM): **18**



Peru

Start date: **2015**
Sales volume (MUC): **327**
% of KO volume: **100%**
Population served (MM): **34**





Mexico

Start date: **1926**
Sales volume (MUC): **1,359**
% of KO volume: **33%**
Population served (MM): **35**



USA

Start date: **2017**
Sales volume (MUC): **444**
% of KO volume: **12%**
Population served (MM): **35**



Argentina

Start date: **2008**
Sales volume (MUC): **135**
% of KO volume: **25%**
Population served (MM): **11**

MUC: Million Unit Cases. One Unit Case is equal to 24 bottles of 8 ounces each.
MM: Millions
Data as of the end of 2025

Relevant presence in the snacks industry

Bokados®

3rd largest
brand in Mexico



Because We Give a Chip!
DEEP RIVER SNACKS®

WISE®
THE CLASSIC AMERICAN SNACK

#3 brand
Metropolitan area of NY



Inalecsa™

Carli® Snacks

#2 largest
Brand in Ecuador



100 YEARS ARCACONTINENTAL

Corporate Structure

The Coca-Cola Company

Market Value[1]:
USD $370 billion



ARCACONTINENTAL

Market Value[1]:
USD $18 billion

- **Coca-Cola Refreshments**
- **AC Bebidas** — 20% / 80%
  - **Peru** — 99.8%
  - **Mexico** — 100%
  - **Argentina** — 100%
  - **Ecuador** — 100%
- **Food & Snacks** — 100%
  - **Coca-Cola Southwest Beverages** — 100%

[1] Source: Bloomberg, September 2026



World-Class Corporate Governance

- Majority shareholders are present only at Board of Directors level
- Audit Committee exclusively composed by independent members
- No related-party transactions
- 20 members with a wide range of profiles and a tenure of 9.4 years
- 15% of the board is represented by women
- 30% independent directors

Pursuing value creation via consistent organic growth and an excellent M&A track record



2002 ARCA Merger

2007 Snacks Mexico

2008 Argentina & Jugos del Valle

2010 Ecuador

2011 CONTAL Merger

2012 Snacks & Santa Clara

2014 Tonicorp

2015 Peru

2016 Sugar Mill Argentina

2017 USA, AdeS & Snacks

2018 Innovation & Snacks USA

2021-2025 Carli, Charras, Imperial & El Paso Snaxs



AGENDA

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02 Attractive markets in a dynamic beverage industry

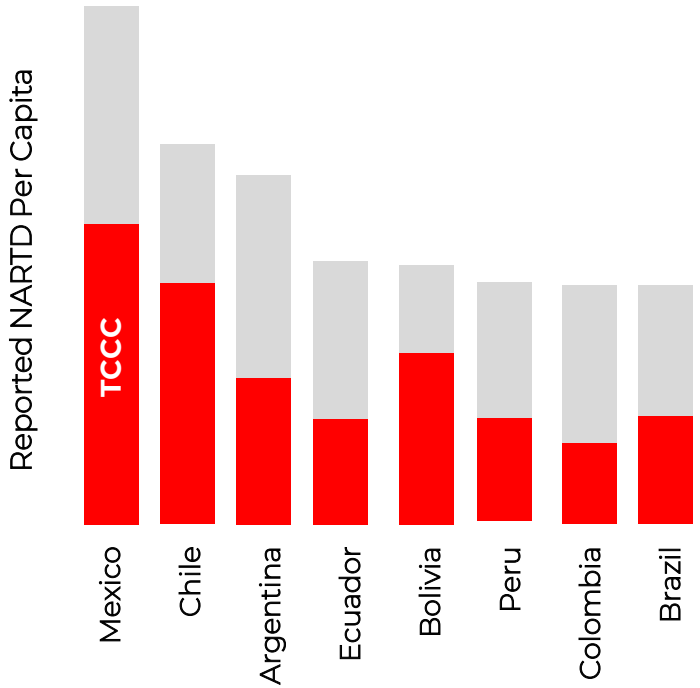
03 Our strategy to drive growth

04 Financial and operational summary

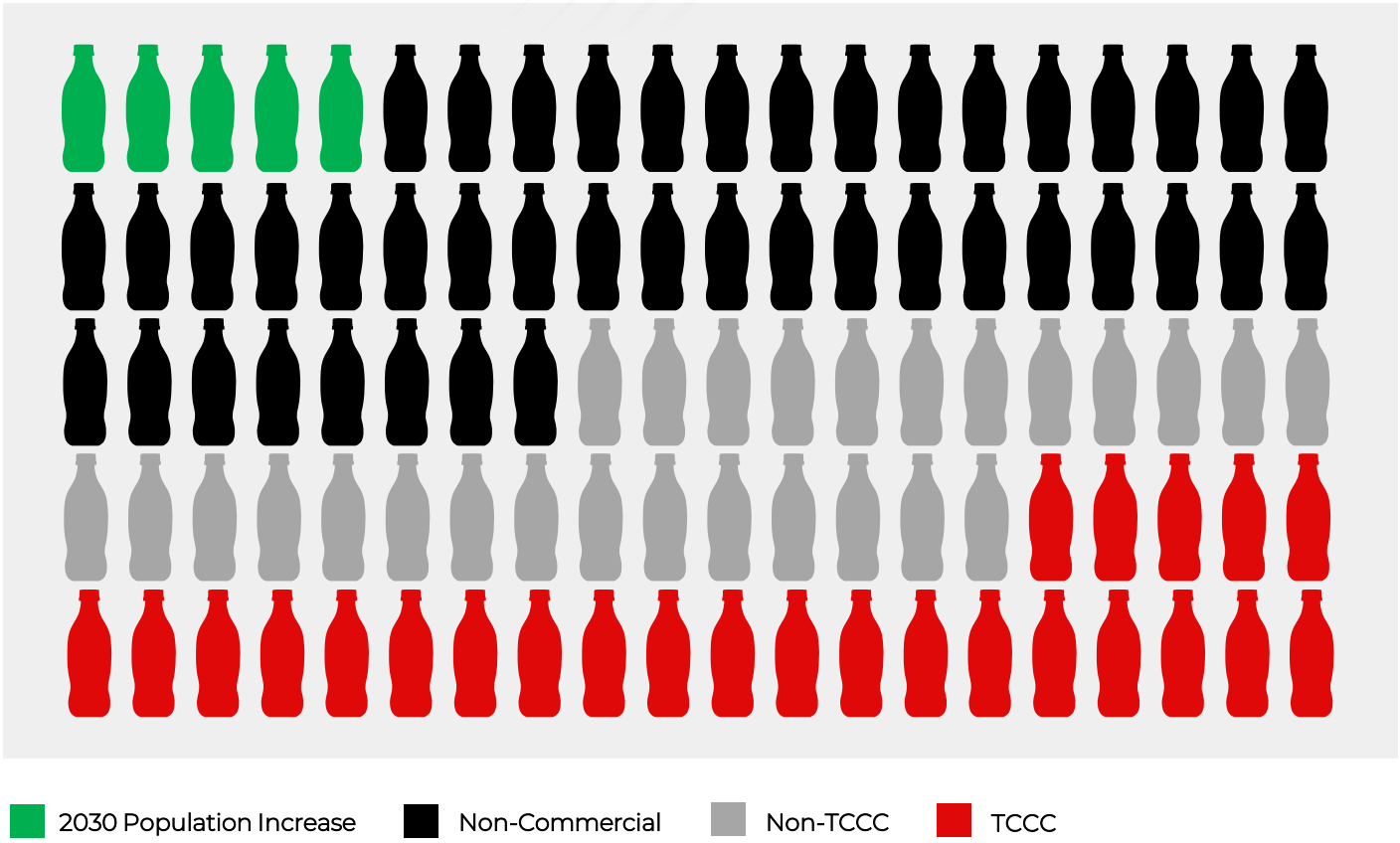
05 Sustainability strategy

A vast opportunity for growth in the region

Plenty of room to grow



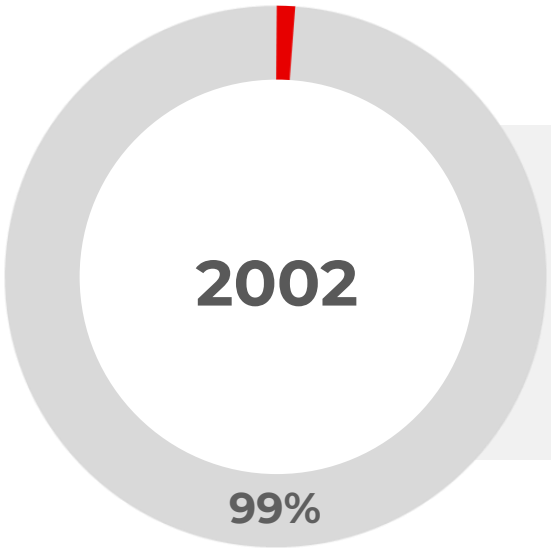
Vast Recruitment Opportunity



Source: The Coca-Cola Company

We thrive within large and evolving markets in a dynamic beverage industry

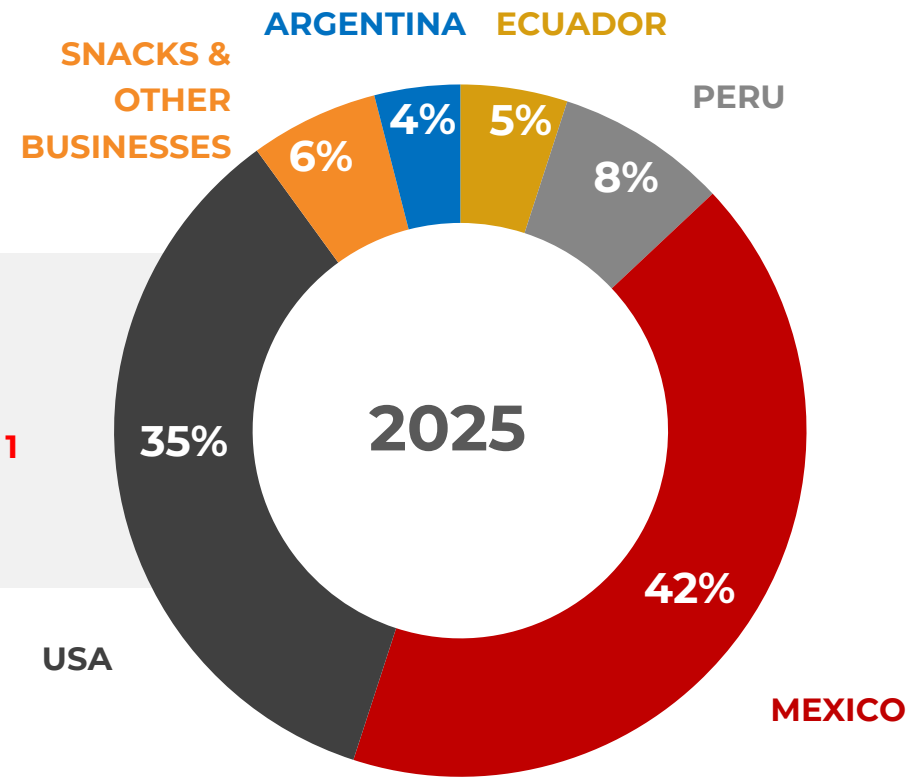
Revenues
2002 - 2025



MXN $13 billion

~19x

14% CAGR[1]

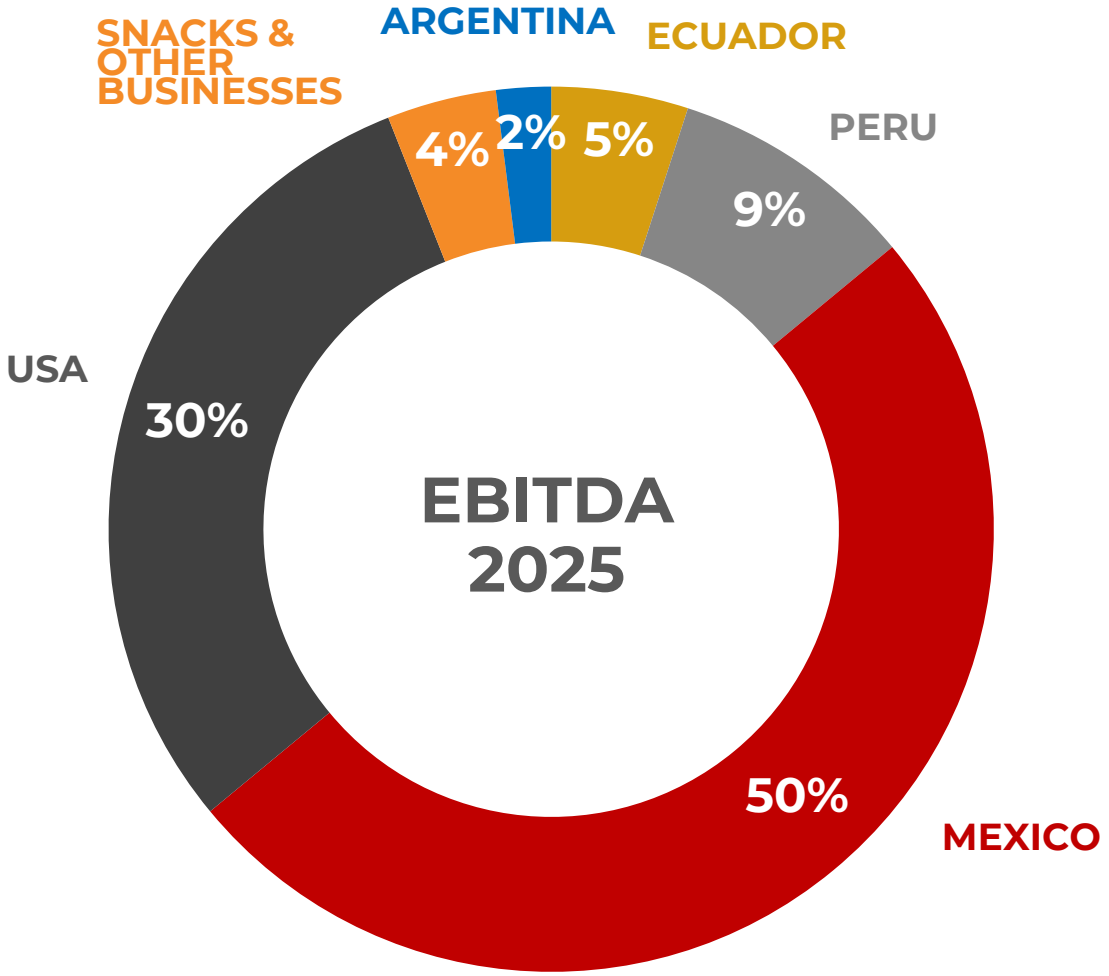


MXN $248 billion

[1]CAGR: Compound Annual Growth Rate

Delivering strong and consistent results with a balanced portfolio of markets and businesses

- Revenue and EBITDA grew 4.6% and 3.0%, respectively vs 2024
- 43% of revenues and 37% of EBITDA are denominated in USD



MXN $50 billion

Extensive brand portfolio to satisfy every consumption occasion



2006

28 Brands

128 SKUs

2026

+135 Brands

+1,800 SKUs



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Cooperation Framework signed with TCCC in 2022

Alignment for Growth & **Economic Model** + **Beer and spirits distribution** | **Multicategory** | **Digital Alliance/ Yomp!**

- Execution
- Scale
- Investment and profitability levels that are mutually beneficial

- Certainty
- Stability
- Equality

- Pilots in process
- Region by region approach

- Generate new revenue streams and grow our core business
- Increase loyalty in the traditional trade by becoming a more relevant partner

- Leverage the power of the KO system's footprint
- Build an integrated ecosystem of platforms
- Capitalize on all the learnings and capabilities that AC has developed in Yomp!

Our strategy to drive growth

Organic Growth

Growth in core portfolio

- Increase value share in the categories in which we are not leaders
- Innovations and continued growth in more profitable SKUs

Digital Commercial Capabilities

- Build an integrated ecosystem of platforms
- Capitalize on all the learnings and capabilities that AC has developed in Yomp!

Beer, spirits and other CPG Brands

- Pilots in process
- Region by region approach

Inorganic Growth

Capital allocation strategy

- M&A
- Shareholder value

Our commercial strategy to achieve total execution

ACT

- SEGMENTATION
- CATEGORIES
- PGM
- PICOS
- GO TO MARKET
- MONITORING

- FUNDAMENTALS
- MANAGEMENT INDICATORS
- BUSINESS INDICATORS

- CULTURE & TRAINING
- COMMERCIAL ASSETS
- DIGITAL ENABLERS
- INTELLIGENCE CENTER
- PLANET
- QUALITY
- SAFETY

Potential to continue growing in our core business

Leading position within attractive markets, growing with a strong portfolio

High potential in new categories and brands

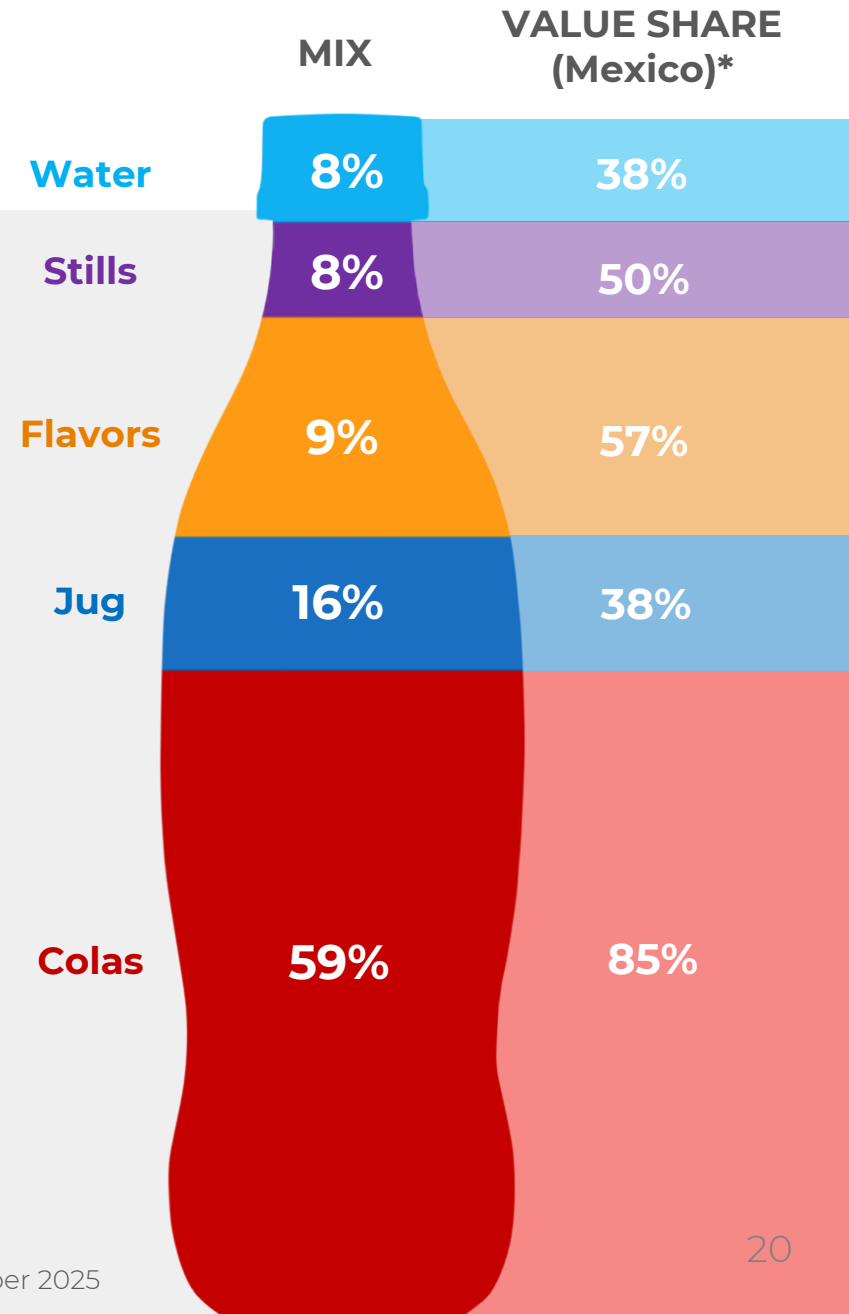
Accelerate growth with high-potential brands like Topo Chico, Fuze Tea, and FlashLyte

Advance affordability strategy

Continue scaling our universal bottle initiative

Evolve the digital ecosystem

Integrate advanced capabilities to optimize customer engagement and operational efficiency



*As of December 2025

Evolving and scaling our Digital Ecosystem, focusing on three key objectives

1 Protect and enhance the core business

2 Maintain our position as the most important partner for our customers

3 Create new monetization opportunities



- Omnichannel
- AI and Gen AI Models
- Loyalty Program
- Customer Experience
- Multicategory
- Digital and Financial Products

Proving clear results driven by our digital solutions

65% of LATAM customer volume is now digital, supported by a base of over **830k** enrolled clients

tùali

COMMERCIAL & ADVANCED ANALYTICS



+

yomp!

STORE MANAGEMENT & MARKET INSIGHTS



+

tùali Advisor

IMPROVED EXECUTION



ARCACONTINENTAL

Expanding our portfolio to capture new avenues of growth with Alcoholic Ready-To-Drinks (ARTDs)







Alcoholic Beverages Categories

- Capture new consumption occasions

Liquor and Spirits

- Distribution in Mexico, Peru and Argentina

Beer

- Synergies with our core portfolio

ARCACONTINENTAL

Disciplined and consistent capital allocation decisions

1

CAPEX focused on growth and productivity

2

DIVIDEND POLICY

Dividend of at least 30% of the Net Profit and Share Repurchase Program

3

Mergers and acquisitions with high potential of creating value

4

Extraordinary dividend / share buyback

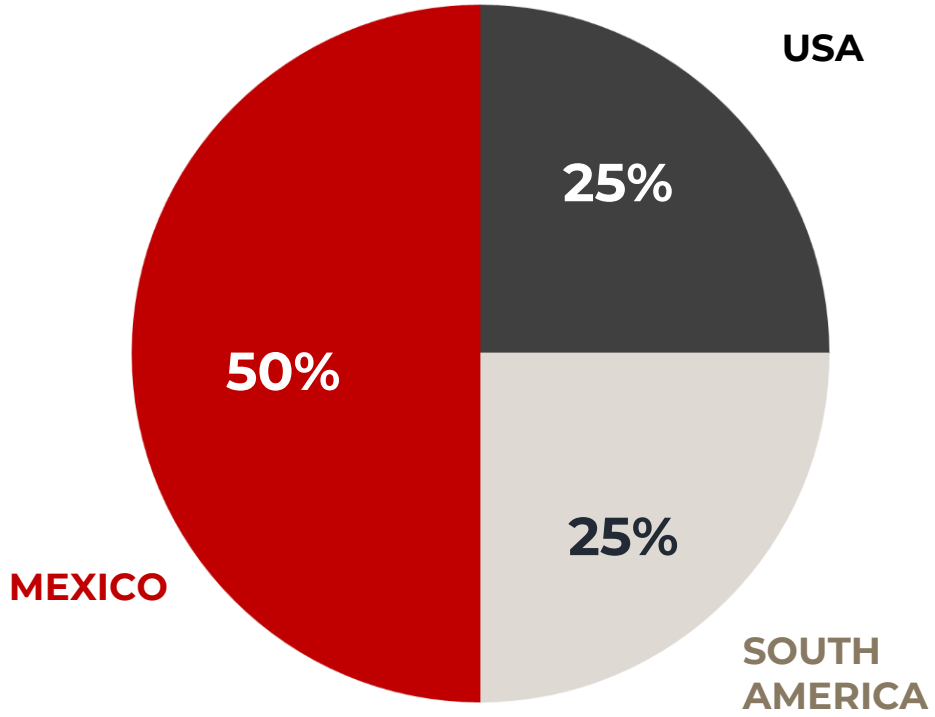
In absence of M&A

Investments focused on initiatives that add **value to our company**

CAPEX 2026

~7% of revenues

- New production lines
- Capacity expansion in warehouses
- Coolers
- Returnable bottles





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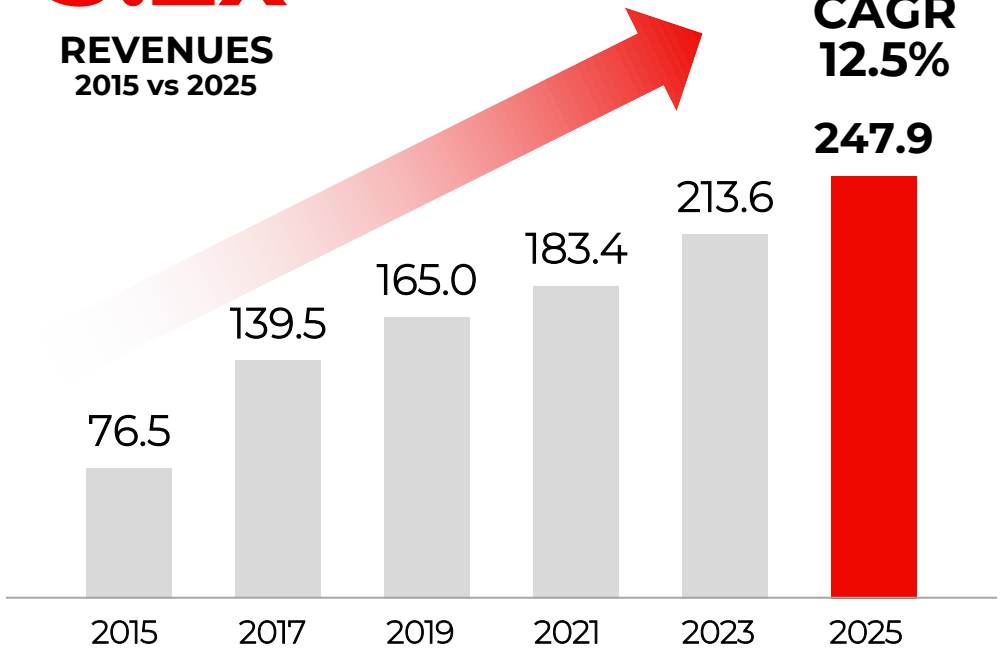
04 Financial and operational summary

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Sustaining one of the highest profitability levels among the global Coca-Cola system

3.2x

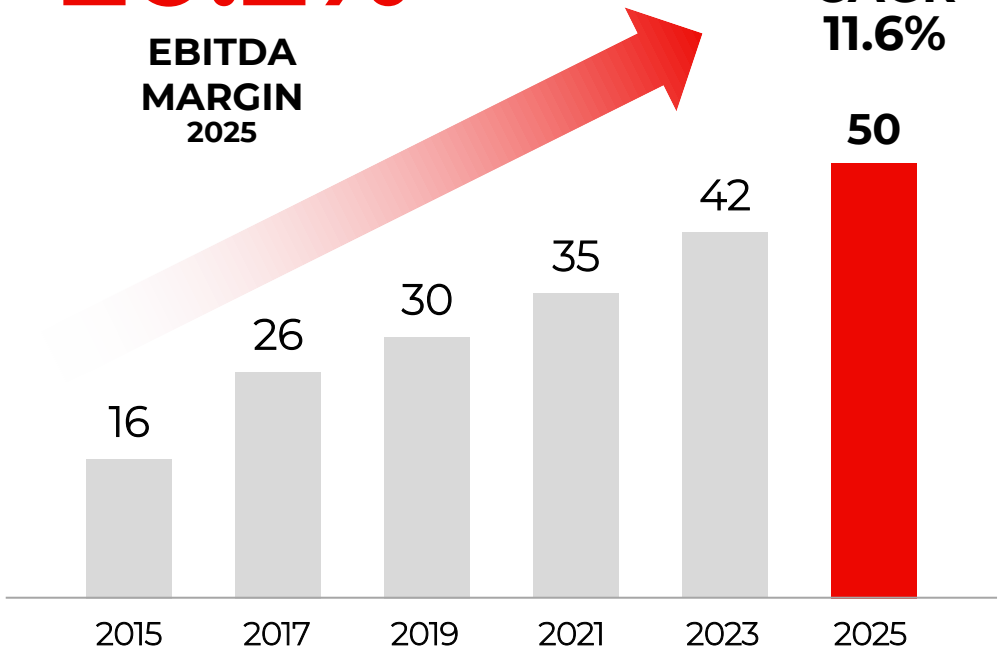
REVENUES
2015 vs 2025



Revenues
MXN B

20.2%

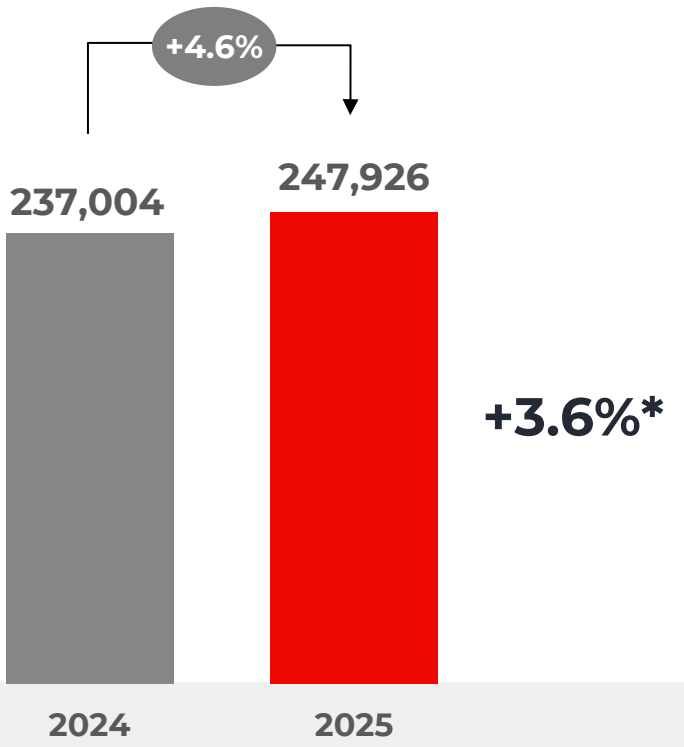
EBITDA MARGIN
2025



EBITDA
MXN B

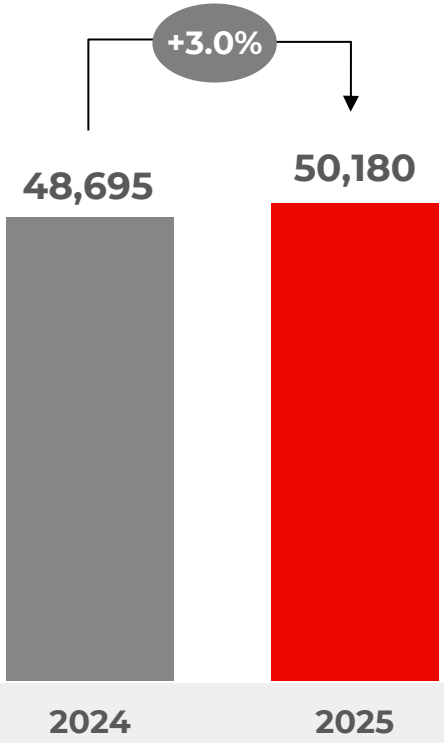
Moving forward with a positive financial performance

REVENUES
Million MXN



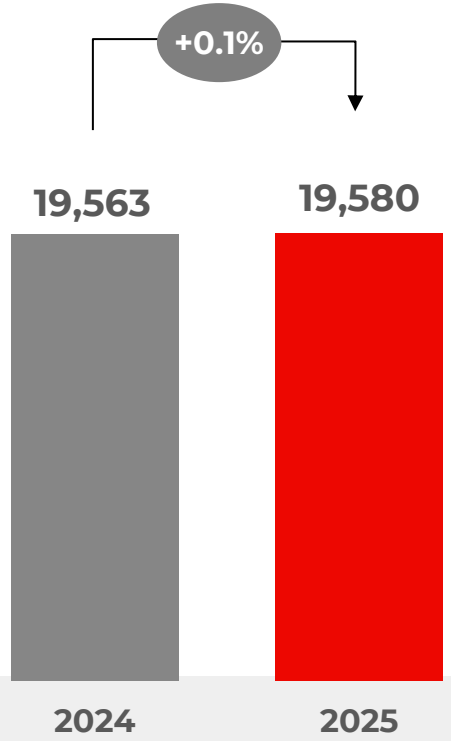
+3.6%*

EBITDA
Million MXN



+1.9%*

NET PROFIT
Million MXN

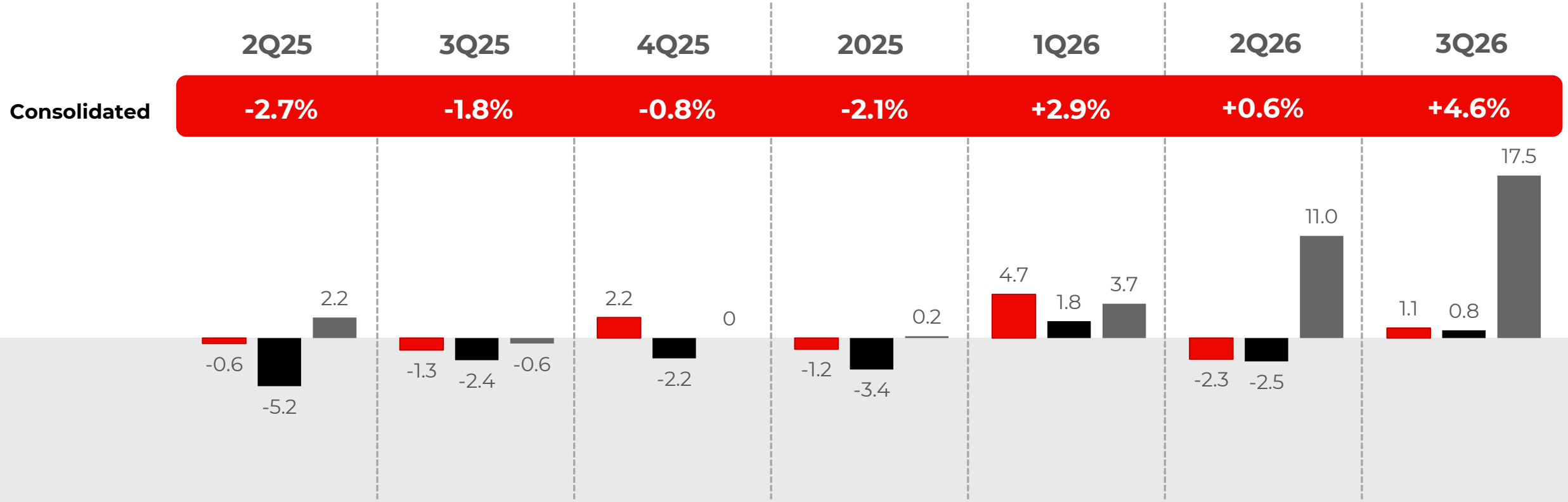


EVEN

*Currency neutral

Volume variations in our operations

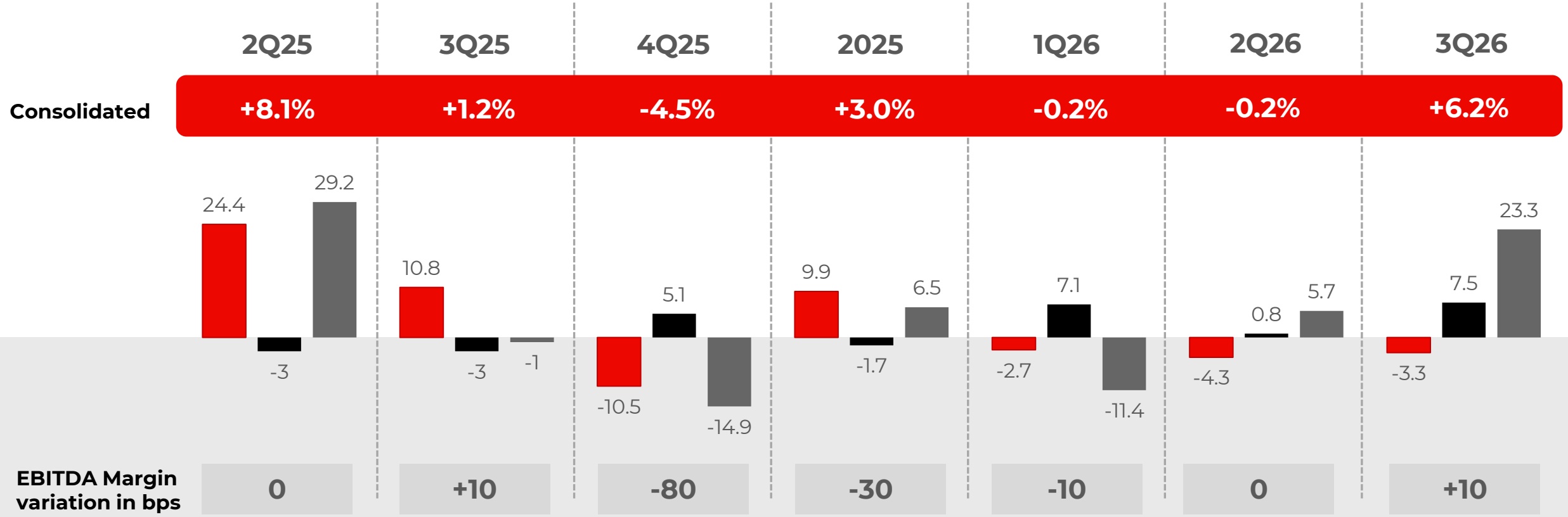
VARIATION IN VOLUME (%)*



*Variation vs same period of last year

Sustainable cash generation and EBITDA growth

VARIATION IN EBITDA (%)*



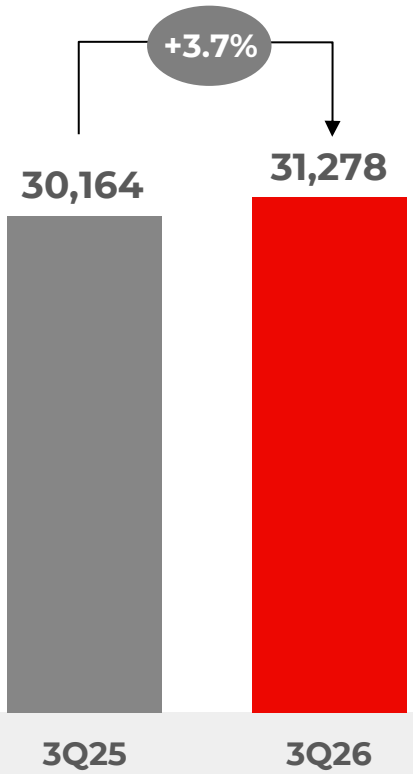
USA MEX SOUTH AMERICA

*Variation vs same period of last year

Our regions continue displaying a **resilient performance…**

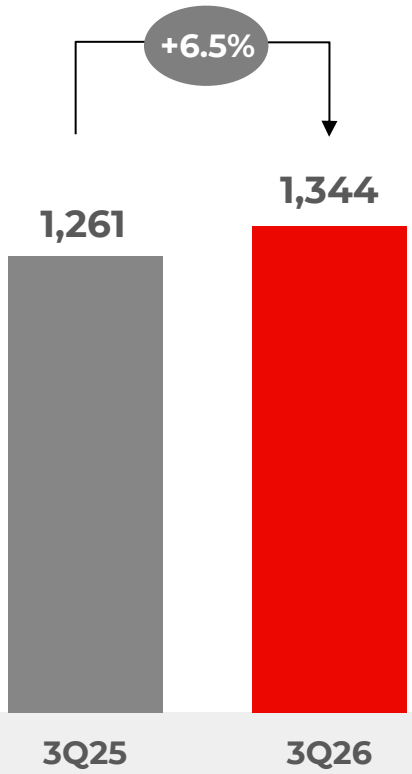
REVENUES MEXICO

Million MXN



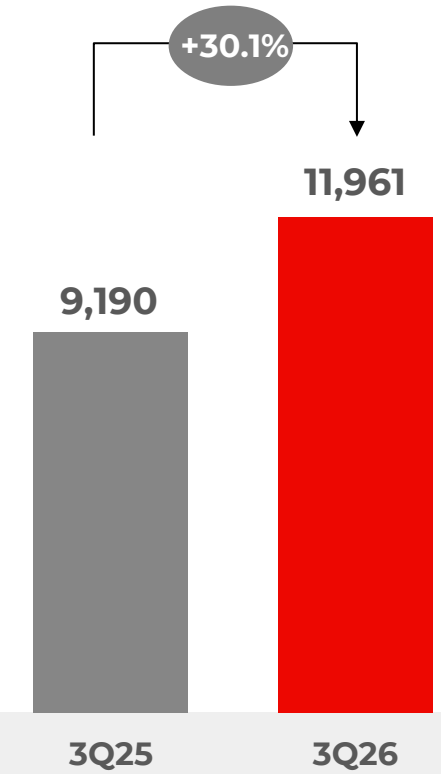
REVENUES USA

Million USD



REVENUES SOUTH AMERICA

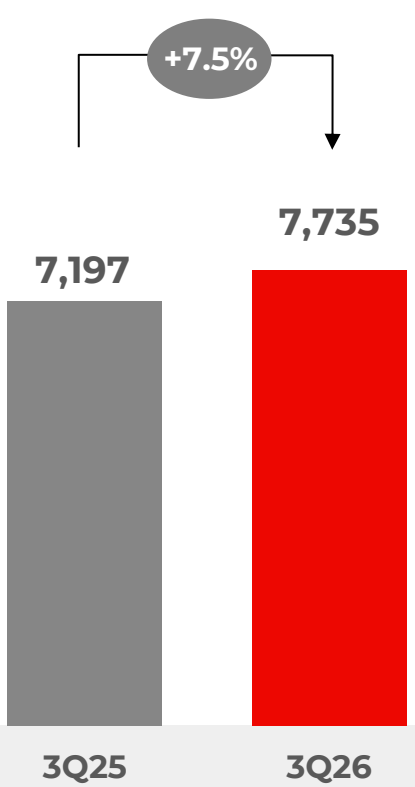
Million MXN



...and a solid result in EBITDA across our operations

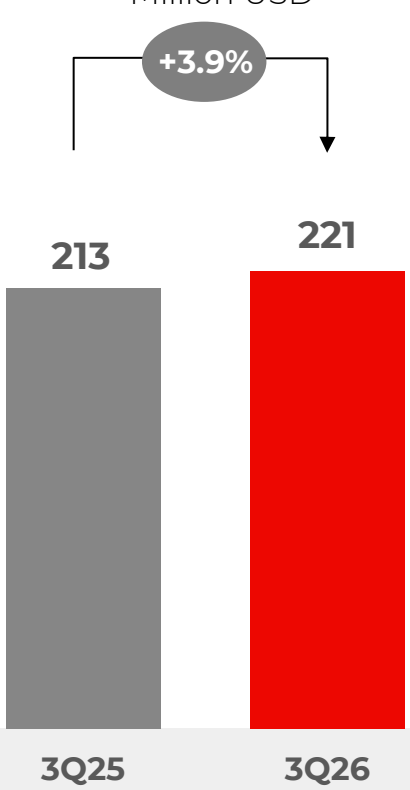
EBITDA MEXICO

Million MXN



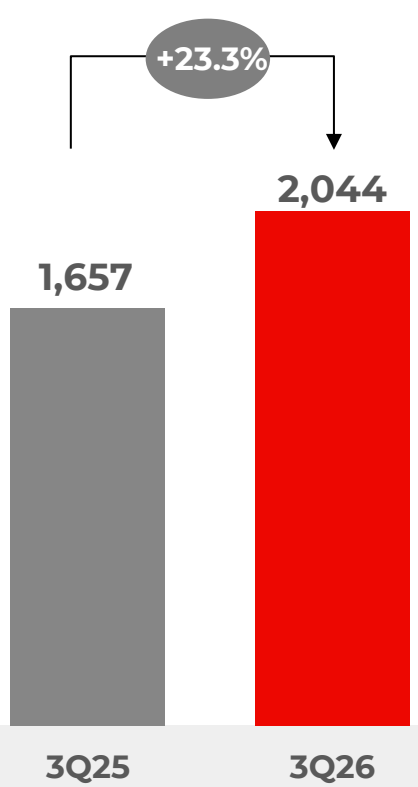
EBITDA USA

Million USD

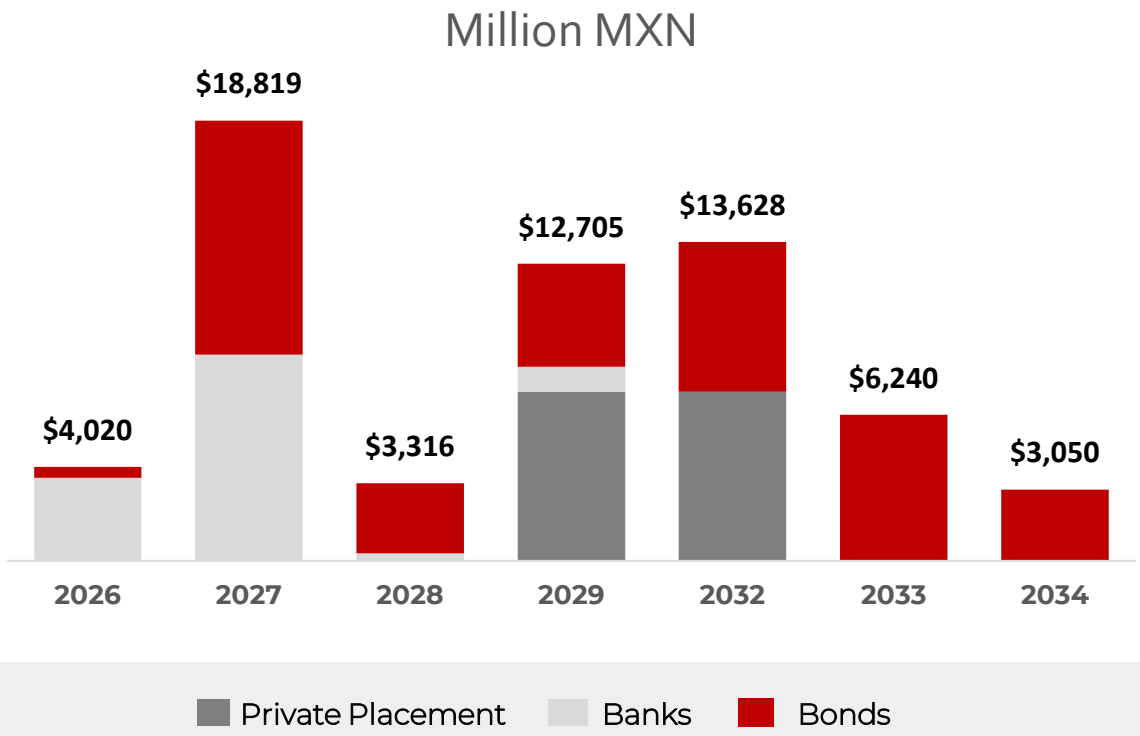


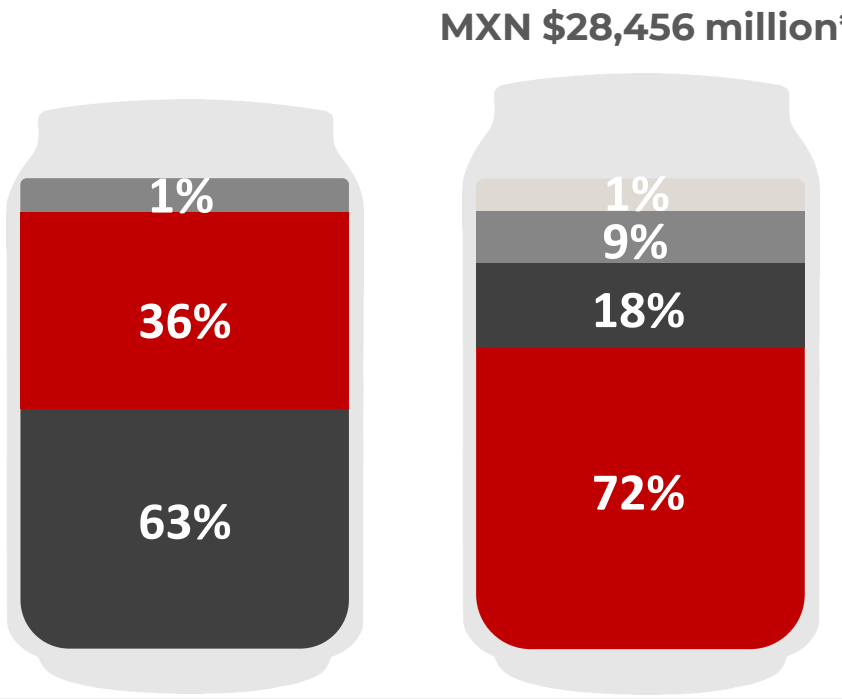
EBITDA SOUTH AMERICA

Million MXN



Strong & flexible balance sheet





- **Total Debt: MXN $61,777 million**
- **Healthy debt span of 3.2 years average**

*Using an exchange rate as of September 2026 of MXN $18.07
Information as of the end of September 2026

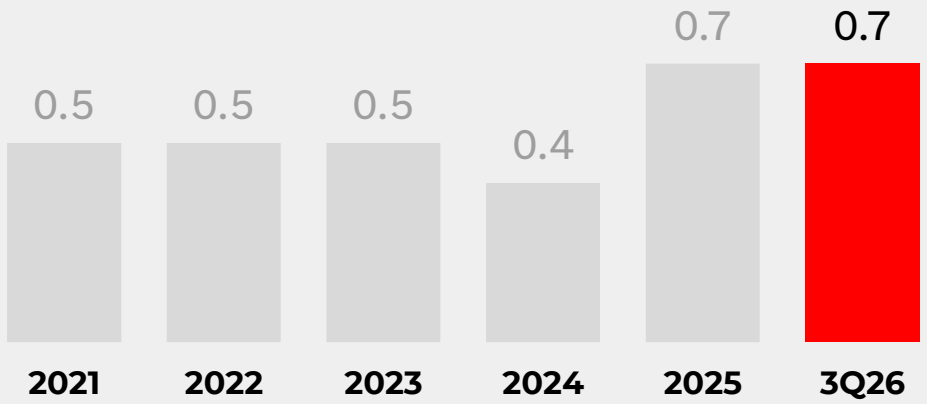
Strong credit rating profile by main agencies

	Moody's	Fitch Ratings
Global Scale	"A3"	"A"

	S&P Global Ratings	Fitch Ratings
National Scale	"mxAAA"	"AAA(mex)"

Global Investment Grade above Mexico's sovereign rating

Net Debt / EBITDA



Financial flexibility and low leverage ratio



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Sustainability is a way of doing business that guides the company's global strategy



We strategically attend business priorities, and our progress is being recognized by multiple stakeholders

Arca Continental S.A.B. de C.V.
Beverages
Sustainability Yearbook Member
S&P Global Corporate Sustainability Assessment (CSA) Score 2023

MSCI ESG RATINGS A
CCC B BB BBB A AA AAA

ESR EMPRESA SOCIALMENTE RESPONSABLE

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

FTSE4Good

Petstar – A key enabler of our Packaging Circularity strategy

- PetStar is the largest food-grade PET recycling plant in the world, with a recycling capacity of 5,500 million bottles per year
- It operates with an inclusive recycling model that benefits over 30,000 waste pickers
- Trough our Circular Economy strategy we now collect and recycle around 7 out of every 10 bottles we sell
- Our packages include in average 36.6% of recyclable content



Key Investment Highlights

- We thrive within large and attractive markets in a dynamic beverage industry and remain encouraged by the long runway for growth
- We have a clear roadmap for growth, emphasizing innovation and strategic investments aimed at optimizing operational efficiency and execution
- We maximize our connection and trust-based relationship with customers by leveraging technology to better serve them and further strengthen our competitive advantage
- Our collaborative relationship with TCCC has never been stronger, fueled by a mutual commitment to drive value growth
- We strive to lead the way as one of the most technologically advanced bottlers in the TCCC system



PIONEERS OF Coca-Cola IN MEXICO





100 YEARS

ARCACONTINENTAL